

16 NOV 1978

MEMORANDUM FOR THE RECORD *AK2*

SUBJECT: [ ] Visit 16 November 1978

- REFS:
- A. Draft Memo to D/DCI/RM from A/D/PAO, Subject: CIA Scientific and Technical Intelligence (S&TI) Products
  - B. Memo from [ ] to A/D/PAO, dtd 27 October 1978, Subject: Satisfaction of User Needs for Scientific and Technical Intelligence (S&TI) by Intelligence Community
  - C. IC Support to Developers of Tactics and Doctrine, First Draft, Copies 4-6

[ ]

2. With respect to Reference A, I explained that in my absence no one had taken any action on it, but [ ] have reviewed the proposed memorandum and see no problems with it. I will put it in final form and contact [ ] when it is ready.

3. [ ] asked me if [ ] had any thoughts or comments on Reference B. I explained that I would have to check with [ ] since it came in while I was on TDY. I agreed to call him with any comments we might have.

4. [ ] also delivered three copies of Reference C. I agreed to have the document reviewed and our comments passed to him by 4 December 1978. Plan to have [ ] review the document by that date. He would also like us to identify any organizations or agencies who should be put on distribution for the report.

5. Finally, [ ] asked if we would have any objection to extending the date on his contract with us so that he can complete some odds and ends associated with the three reports. I indicated that as long as it was at no cost to the Government we would have no objection. He agreed to initiate the necessary paperwork.

[ ]



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DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY MATERIEL COMMAND  
5001 EISENHOWER AVE., ALEXANDRIA, VA. 22304

27 October 1978

DRCDE-F

25X1 MEMORANDUM For:

[REDACTED]  
Acting Director, Office of Program Assessment  
RM Staff

25X1 From:

[REDACTED]  
Associate Director for Foreign Science and  
Technology, U.S. Army Materiel  
Development and Readiness Command

Subject: Satisfaction of User Needs for Scientific  
and Technical Intelligence (S&TI)  
by Intelligence Community

#### PURPOSE

1. This memorandum has been prepared to provide you (a) the background to the RM Staff study effort which I conducted on S&TI support by the Intelligence Community; (b) the current status of the work; and (c) my recommendations for areas of analysis offering the best opportunities to improve S&TI support.

#### BACKGROUND

2. This research was begun because of [REDACTED] interest in 25X1 improved utilization of S&TI by the R&D community. The initial product of this effort was a comprehensive IC staff report in October 1977 titled "Intelligence Community Support to Research and Development." This report described the current system for S&TI support to R&D, identified community problems and deficiencies, and gave recommendations for improvement. Among the recommendations was the adoption of a simple intelligence management system that had eliminated most problems when used by one Service command.

3. In order to heighten community consciousness of problems in S&TI support to R&D, Captain McDaniel sponsored extensive briefings of the findings of the report during the latter part of 1977 and the first few months of 1978. The following summary paragraphs provide dates, comments, and results for some of the more significant briefings:

1 August 1977 John N. McMahon, D/DCI/IC

Concurred in finding and recommendations. Requested OSD Deputy Under Secretary for Policy hear briefing, since problems involved DDR&E as well as DIA. Recommended brief for Dr. Sayre Stevens at CIA.

16 August 1977

Admiral Daniel J. Murphy, Deputy Under Secretary,  
Policy, OSD

Endorsed findings and recommendations of IC Staff study. Sent memo jointly to Director, Defense Research and Engineering and Director, Defense Intelligence Agency, requesting they receive ICS briefing and then recommend how to proceed.

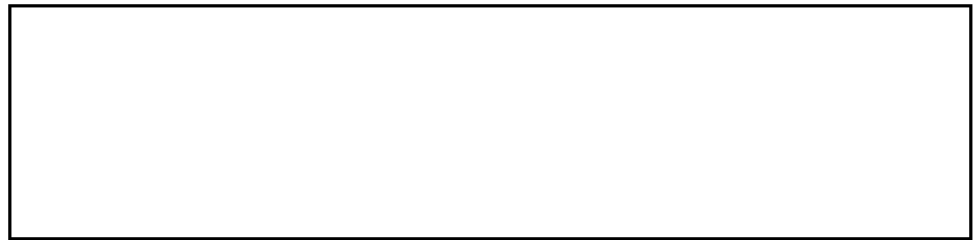
2 September 1977

Dr. Sayre Stevens, D/D, CIA

Basing S&T intelligence production on documentable requirements and employing a systematic and meaningful evaluation system were regarded as possibly useful innovations. Dr. Stevens felt system warranted further study and recommended it for review by OWI, OSR, and OSI. Briefing subsequently given to all three.

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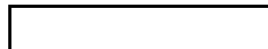
7 October 1977



Lively discussion of several points during and following brief. General Tighe indicated all questions had been dealt with satisfactorily. Moreover, he stated to group that the ICS report explicitly defined problems in S&TI support to R&D, some of which he had previously sensed intuitively. Indicated he would respond to briefing and to memo from Adm. Murphy. Memo dated 31 October to Adm. Murphy saying he found the briefing interesting and productive, but that "...there are differences in the attitudes of the Service Intelligence Chiefs regarding DIA's role in direct support to Service R&D programs; this fact has also had some effect on DIA's past initiatives on problems identified in the briefing." Further study and more detailed memo promised.

25X1

22 February 1978



Director, IC Staff

Expressed interest in magnitude of S&TI program and manner in which it is now managed. Agreed in need for improvement. Indicated would review study against background of overall strategy of what he hoped to accomplish in community.

4. In addition to the comprehensive briefings, only a portion of which I have listed, I presented the support system methodology to a symposium of the Military Operations Research Society (MORS) on 15 December 1977. The purpose was to expose the techniques to a sophisticated group of operations researchers and to benefit from their non-parochial comments. The acceptance was good and the substance of the briefing will be in the forthcoming MORS Proceedings as an invited paper.

5. Following the initial intensive study, staffing, and briefing effort, I devoted most of my time to a community review of photo interpreter resources, in which I used the same disciplines as for the study programs which are the subject of this memorandum. Many of my findings in the PI resource study reinforce those with regard to production and use of S&TI. In mid-July 1978, I returned to my regular job as Associate Director for Foreign Science and Technology of the Army's Materiel Development and Readiness Command (DARCOM). Only one person, [ ] is now devoting full time to interviews, analyses, and report writing. My superior at DARCOM and I agreed that I would monitor the S&TI and PI studies to completion.

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6. Based on initial results, [ ] asked that I examine three additional areas: (a) use of CIA S&TI by DoD, (b) use of S&TI by developers of tactics and doctrine (taken with the study of S&TI in support of R&D, covers much of materiel acquisition), and (c) development of a model system for intelligence product evaluation.

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#### CURRENT STATUS

7. A report on CIA S&TI in relation to community needs has been reviewed recently by [ ] of your staff. Suggestions for further action have been prepared in the form of draft memos and are now being considered by your staff.

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8. I have recently reviewed a draft report on S&TI support to developers of tactics and doctrine. Following minor changes in the body of the report and some additions to an annex that I have directed, this report will be forwarded to you before the end of this month.

9. The final study is underway. It concerns the problems of evaluation of S&TI. From what we have developed so far, I expect this to result in a significant report. As you know, Congressional committees and others have been critical of a system where producers critique their own work, rather than consumers. This report will be finished in late November or early December.

#### RECOMMENDATIONS

10. [ ] felt that one valuable result of this study effort was "consciousness raising." My review of the work to date convinces me that the RM Staff has done considerably more than mere exhortation with regards to S&T intelligence. For example, the DIA Catalog of Approved Scientific and Technical Intelligence Tasks (CAST) is now more widely distributed, to the benefit of the entire community. Producers of S&TI are now reviewing each others programs to benefit from them and to preclude non-purposeful duplication.

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11. I feel, however, there is still a great deal to be done by the RM Staff and the intelligence community. S&TI production resources are not being used to full advantage. Nor do we understand as well as we should the makeup and needs of our user communities. Worst of all, as I'm sure you know, there is widespread naivete on this subject at many levels of government epitomized by the view that an "invisible hand" (akin to Adam Smith's marketplace) in some weird and wonderful way guides intelligence to provide the best possible products, satisfying the greatest number of users.

12. As an intelligence manager for a Service command with experience at the RM Staff level, the need is clear to me for better intelligence sharing and more systematic response to user needs. With this in mind, I recommend that the RM Staff closely examine the need for scientific and technical intelligence in three important user communities, along with the degree of satisfaction of those needs by the intelligence community. The three user constituencies which should be examined are:

(a) Use of scientific and technical intelligence by testers and evaluators of weapon systems. This important portion of materiel acquisition has not yet been examined. I know of no study which addresses community support to these vital users.

(b) Use of scientific and technical intelligence by threat writers who are key users of S&TI, since they need physical and performance parameters of enemy systems, along with enemy OOB and enemy tactics and doctrine.

(c) Use of scientific and technical intelligence at the national level. There has been no systematic examination of the S&TI needs of this group.

13. Intuitively, I feel there are a great many misconceptions regarding these three areas. At the national level S&TI is probably an indirect, but nevertheless critical, input. This should be made explicit as should the need for S&TI in response to KIQs. In all three of the areas listed above, there is now an imperfect understanding of how the user constituencies use S&TI; how they make known their needs; how the intelligence community responds to those needs; and how the evaluation process takes place.

[REDACTED]

[REDACTED] The basic work we have done together over the past year provides them with the background knowledge and skills to approach these very complex problems.

15. I, of course continue to have a direct interest in improving the quality and availability of S&TI. I would like to see continuity for the thrust we have begun. My Service command would support my involvement in your behalf as study monitor, participant or consultant, since they along with the rest of the intelligence community, would benefit from the results.

16. As an example of my participation in examining use of S&TI by the test and evaluation community, I would plan to collect data at the following Army commands:

- HQ, Operational Test and Evaluation Agency, Falls Church, Virginia
- Deputy Chief of Staff for Research, Development and Acquisition, Department of the Army
- Headquarters, US Army, Materiel Development and Readiness Command, Alexandria, Virginia
- Headquarters, US Army Test and Evaluation Command, Aberdeen Proving Ground, Maryland
- Aberdeen Proving Ground, Maryland
- Dugway Proving Ground, Dugway, Utah
- Yuma Proving Ground, Yuma, Arizona
- Electronic Proving Ground, Fort Huachuca, Cochise, Arizona
- White Sands Missile Range, White Sands, New Mexico.

17. I would propose to discuss Test and Evaluation policy with headquarters level decision makers then hold discussions with the local intelligence officer and the Chief of the Test Directorate at each proving ground with a view to determining their perception of intelligence needs and what should be done to improve support from the intelligence community. Similar visits would be made to commands in the Navy and Air Force. The data collection could be done economically, for I would handle all Army visits. [REDACTED] 25X1

[REDACTED] could collect Navy data, and we might team up or divide collection of Air Force data. The same pattern could be followed in examining use of S&TI by threat writers. The use of S&TI at the national level could be a team effort. The unsolicited proposal from Presearch will outline an overall approach and describe anticipated results.